



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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November 20, 2007

To: Supervisor Zev Yaroslavsky, Chairman  
Supervisor Gloria Molina  
Supervisor Yvonne B. Burke  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name of the Chief Executive Officer.

## LOS ANGELES COUNTY HOMELESS PREVENTION INITIATIVE STATUS REPORT

In accordance with your Board's direction on April 4, 2006, this report provides a status update on the implementation of the 11 key programs that are included in the Los Angeles County Homeless Prevention Initiative (HPI). The Chief Executive Office (CEO) continues to facilitate implementation work groups for specific key programs in participation with the Community Development Commission (CDC), the Departments of Children and Family Services (DCFS), Health Services (DHS), Mental Health (DMH), Probation, Public Defender, Public Health (DPH), Public Social Services (DPSS), and the Sheriff's Department. Representatives from these County agencies and departments comprise the County HPI Team (Team).

The CEO chaired Team developed a funding plan to reprogram the unspent Fiscal Year (FY) 2006-07 ongoing HPI funds which were reallocated to the Homeless and Housing Program Fund (HHPF) as part of your Board's approval of the FY 2007-08 Budget. The unspent ongoing funds converted to one-time only funding in FY 2007-08. The focus of the reprogramming effort was to identify funding gaps and to explore new program ideas to serve homeless individuals and families that are not currently included in the HPI. A Board letter with the Team's recommendations has been submitted for your Board's consideration on November 20, 2007.

The following is a status update on the implementation of the 11 key HPI programs:

**Homeless and Housing Program Fund (HHPF): One-Time Funding**

The programs listed under this section are supported by the \$80 million in one-time HPI/HHPF funding.

▪ **City/Community Programs - \$32 million**

The City/Community Programs Request for Proposals (RFP) was released on July 17, 2007. The CDC, with assistance from the CEO, DHS, DMH, and DPH conducted five mandatory Proposers' Conferences, one in each Supervisorial District, between July 31 and August 2, 2007. Approximately 340 community stakeholders attended. Letters of Intent (LOI) to respond to the RFP were due by September 4, 2007; 187 LOIs were received totaling over \$252 million in requests for services, capital, and operations. Proposals were due to CDC by Monday, October 15, 2007, no later than 3:00 p.m.; 89 proposals were received. The review process for the proposals which includes independent review and appeal processes has already begun. It is projected that recommended proposals will be presented to your Board in early January 2008.

▪ **Pre-Development Revolving Loan Fund - \$20 million**

The RFP for the Pre-Development Revolving Loan Fund (RLF) was also released on July 17, 2007. A mandatory Proposers' Conference was held on July 31, 2007, and proposals were due to CDC by Monday, September 17, 2007, no later than 3:00 p.m.; no proposals were received by that time. As a result, CDC immediately issued Addendum No. 2 to the RLF RFP to extend the proposal submittal deadline to Monday, September 24, 2007, by 3:00 p.m., at which time a joint proposal was received from a collaborative group comprised of the Low Income Investment Fund, Century Housing, and Corporation for Supportive Housing. CDC staff is working with County Counsel to prepare documentation to be presented to the CDC Board of Commissioners requesting authorization for CDC to enter into an agreement to negotiate exclusively with this collaborative group. It is projected that a recommendation will be submitted to your Board in early 2008.

▪ **DPSS Administered Programs**

- ***Moving Assistance for CalWORKs Non-Welfare-to-Work and Non-CalWORKs Homeless Families in Emergency/Transitional Shelter or Similar Temporary Group Living - (\$1.3 million)*** is a successful program that DPSS has administered for over two years using CalWORKs incentive funds. Funding for this Program was exhausted in June 2007 and the Program is now sustained with HHPF dollars. A total of 296 CalWORKs Non-Welfare-to-Work families received Moving Assistance

funds for the period of July 1 to September 30, 2007. Moving Assistance for the Non-CalWORKs families was implemented March 1, 2007. No applications were received during the period between March 1, 2007 to August 31, 2007.

- ***Rental Subsidy for CalWORKs and Non-CalWORKs Homeless Families in Emergency/Transitional Shelter or Similar Temporary Group Living - (\$4.5 million)*** was implemented December 1, 2006, and March 1, 2007, respectively. CalWORKs program staff conducted outreach to more than 100 case managers representing approximately 70 emergency shelter agencies to provide information on the availability of the Rental Subsidy Program. Outreach efforts to promote this Program are ongoing. There were 30 applications for the CalWORKs Rental Subsidy for the period of February to September 2007, and one application for the non-CalWORKs Rental Subsidy within the same time period.
  - ***Emergency Assistance to Prevent Eviction for CalWORKs Non-Welfare-to-Work Homeless Families - (\$500,000)*** is a Program that DPSS has administered for over two years using CalWORKs incentive funds. These funds were exhausted in June 2007 and the Program is now sustained with HHPF dollars. A total of 514 CalWORKs Non-Welfare-to-Work families received Emergency Assistance to Prevent Eviction funds during the period of July 1, 2007 to September 30, 2007.
  - ***Moving Assistance for Single Adults in Emergency/Transitional Shelter or Similar Temporary Group Living - (\$1.1 million)*** began operation Countywide in March 2007. This Program is administered out of the six DPSS General Relief (GR) offices where the GR rental subsidies are available. As of March 2007, six applications for the Program have been approved.
- **Homeless Recuperative Care Beds - \$1.32 million**

DHS has developed a contract for the two-year operation of 15 additional recuperative care beds for use by patients discharged from County hospitals. The additional 15 beds will be located at the Bell Shelter and will be managed by the Salvation Army. The site is located in the City of Commerce and the Program has been approved by their City Council. DHS, in partnership with the Salvation Army and the Hospital Association of Southern California (HASC), is moving forward in the planning of this effort. As reported to you in the last HPI Status Report, this Program is underfunded and additional funds to ensure the Program is funded for a full two years will be included in the HPI Reprogramming Board letter which will be considered by your Board on November 20, 2007.

▪ **Moving Assistance/Rental Subsidies for Transition Age Youth (TAY) - \$3.5 million**

The funding for this Program is equally split between DCFS and Probation. Both departments have implemented a program that provides assistance to eligible TAY.

- DCFS started assessing potential clients on April 15, 2007. To date, 25 TAY have been deemed Program eligible. Rental assistance has been approved for 13 TAY; 10 of the 13 were also eligible to receive appliances and selected furniture items (e.g., beds, dressers, and dinette sets). Rental assistance for the other 12 TAY is pending receipt of required documentation. Six applications were denied for failure to attend the interview appointments.
- Probation continues to work with other County departments and community-based organizations to administer their Transition to Permanency Project (TPP). The 57 referrals received through September came from a variety of sources including four from the Sheriff's Department. Initial challenges dealing with the entry of landlord information into the County accounting system appear to be resolved and the Department is processing requests for funds in a timely manner. The Department plans to develop, in conjunction with DCFS, a satisfaction survey to be completed by youth who are placed into permanent housing. Between May and September 2007, Program outcomes are as follows:

<b>TPP referrals:</b>	<b>57</b>
TAY placed in permanent housing	23
TAY who did not meet age criteria	1
TAY that have not pursued housing via TPP	20
TAY pending referrals	13

<b>TPP clients placed in permanent housing:</b>	
56% are employed	13
83% are receiving or were referred to supportive services	19
100% have maintained housing throughout the quarter	23
<i>*Note: These categories include some duplication as clients access multiple services</i>	

▪ **Jail In-Reach Program - \$1.5 million**

On August 29, 2007, the Sheriff's Department issued an RFP soliciting proposals from community-based organizations to provide case management to incarcerated homeless inmates, and create a case plan tailored to provide social services and short-term housing to the inmates upon release from jail. Proposals were due to the Department

no later than October 9, 2007; two proposals were received by the deadline. A review committee is currently in the process of reviewing the proposals. The Department's goal is to have a contract in place by the end of November 2007.

- **Administration Program - \$3.84 million**

The administration funds of the HHPF are under the administration of the CEO and are being used for two purposes:

- **Social Security Income (SSI) and Other Benefits Advocacy Program - \$2 million**

The CEO convened a benefits advocacy workgroup which included both public and private partners from DHS, DMH, DPSS, Sheriff, Mental Health Advocacy Services, Social Security Administration, and the Disability Determination Service agency. The workgroup determined that two separate RFP processes would be the most effective use of this one-time funding.

The first RFP would be for a consultant to assess the County's current SSI and other benefit application processes and recommend a collaborative methodology whereby County departments and community based partners can work together to increase the number of homeless individuals who secure SSI and other benefits throughout the County. The second RFP would solicit proposals to provide assistance in processing SSI and other benefit applications for County departments and community based partners to secure SSI and other benefits.

The two Statements of Work (SOW) are being finalized. The SOWs incorporate best practices learned through the SOAR (SSI/SSDI Outreach, Access and Recovery) efforts. We are targeting January 2008 for release of the two RFPs.

- **Gap Funding – \$1.84 million**

The remainder is being used to provide gap funds for programs that need increases due to unexpected changes in the Program structure and/or cost (e.g., Santa Monica Homeless Community Court).

- **Board Approved Programs**

- **Skid Row Families Demonstration Project's Beyond Shelter - \$5.7 million**

The Skid Row Families Demonstration Project (Project), a partnership with Beyond Shelter and the County's Skid Row Assessment Team (SRAT), began operation in January 2007. The target demographics for the Project are homeless families in Skid Row. The SRAT, is comprised of staff from DCFS, DMH, DPH and DPSS. The SRAT works with Beyond Shelter to move homeless families out of Skid Row within 24 hours into safe emergency housing with the ultimate goal of moving them into

permanent supportive housing. As of September 18, 2007, 294 families were referred to the Project and there has been great success in sheltering the families within 24 hours of enrollment into the Project.

Of the 294 families, 262 have been enrolled in Beyond Shelter's Housing First Project, which includes housing specialist services to assist families in obtaining permanent, affordable housing. A total of 164 applications have been submitted to the Housing Authority City of Los Angeles; 61 of these families have received Section 8 housing vouchers. To date, 16 of the 61 families have been successfully moved into permanent housing. These 16 families began the six months case management services that each family will receive after they are placed in permanent housing.

<b>Families referred to the Project:</b>	<b>294</b>
Families relocated to a hotel outside of Skid Row within 24-hours of program entrance	222
Families relocated into emergency shelters	31
Families already in emergency shelters (e.g., 120-day program)	16
Families placed in a treatment/sober living program	3
Families that refused relocation out of Skid Row	16
Families who failed to show up for intake	4
Families who showed up for intake, but failed to show up at the hotel	2

- **Transformation of Cold/Wet Weather Beds to Year-Round Shelter - \$1 million**  
This one-time allocation was expended during 2006 through the Los Angeles Homeless Services Authority (LAHSA) to support the New Image Shelter.
- **Santa Monica Homeless Community Court - \$540,000**  
The Santa Monica Homeless Community Court Program was implemented in February 2007 as a collaborative between the City of Santa Monica, the Superior Court, and the County. Project goals include mitigation of recidivism rates for homeless persons by securing mental health, substance abuse and health services, and housing; and, leveraging resources from law enforcement, the Courts, social services, and affordable housing. The Program has faced challenges such as a lack of rapid access to psychiatric and other mental health services and affordable housing. County staff is working with the City to resolve these issues.

As of September 1, 2007, two full-time staff were hired to staff the Court's "assertive case management team." In addition, 1,460 bed nights for substance abuse recovery, up to 1,460 bed nights for emergency shelter, transportation, and funding for medication and clinical oversight were brought on line after September 1, 2007.

Program outcomes are included in the following chart:

<b>Total participants enrolled in the Program as follows:</b>	<b>55</b>
32% were placed in emergency or transitional housing	18
13% were placed in permanent housing	7
30% were placed in drug/alcohol treatment	16
7% were placed in mental health treatment	4
15% failed to appear or were discharged from the Program	8
<i>*Note: These categories include some duplication as clients access multiple services</i>	

- **Access to Housing for Health (AHH) - \$1.5 million**

Since the beginning of the Program on March 1, 2007, a total of 144 clients were screened for Program eligibility. Sixty-five clients have been accepted into the AHH Program. Through September 2007, 57 clients remain active in the Program and eight clients have exited the Program. Seventy-one potential clients were deemed ineligible for various reasons (e.g., criminal background, non-frequent users of DHS services, non-chronically ill and/or physically disabled or they needed a higher level of care such as skilled nursing facilities, board and care, or hospices). Of the active participants, seven are in Section 8 or County Public Housing, and the remaining clients are in temporary housing pending permanent housing placement.

- **Weingart Center Operations - \$900,000**

One-time funding was provided to the Weingart Center to help bridge a funding gap in FY 2006-07.

### **Ongoing HPI Funding**

The following programs are supported by "ongoing" annual HPI funding. All programs will continue to be administered as long as funding remains available.

### **Stabilization Centers (Community Homeless Services/Centers) - \$7.125 million**

On April 4, 2006, your Board approved the concept of creating five Stabilization Centers (Community Homeless Services/Centers) (Centers), one strategically located in each

Supervisory District. Your Board directed staff to obtain majority consent from the local governing body and support from the respective community in which a proposed Center was to be sited. County staff has met with various city officials, Councils of Government (COG), community-based providers, and homeless and housing advocates to discuss the siting of these Centers and development concepts. Based on the information gathered, we have learned that the concept of the Centers as proposed needs to be amended to provide more flexibility to communities in designing homeless programs that meet the needs of their respective homeless population and community. As a result, the HPI Reprogramming Board letter which will be considered by your Board on November 20, 2007, requests that your Board replace the term "Stabilization Center" with the term "Community Homeless Services/Centers." We believe that this change will better reflect the intention to enable communities to identify what is needed and what works best for their region in responding to the needs of their homeless populations and local circumstances.

Your Board has approved three specific programs for this funding category: (1) the use of \$1.2 million annually for the development and implementation of a homeless program by the Gateway Cities COG to augment homeless services for the 27 member cities (June 26, 2007); (2) \$500,000 annually to the City of Long Beach to target services to homeless veterans (June 26, 2007); and (3) \$500,000 one-time rather than annually to New Image Shelter in Los Angeles to support their shelter services (September 25, 2007).

#### **Skid Row Homeless Family Assessment Center (HFAC) - \$1.4 million**

The CEO, along with staff from DCFS, DHS, DMH, DPH, and DPSS are working with the Weingart Center, JWCH Institute, Inc., and the Community Clinic Association of Los Angeles to provide space for the County SRAT at the proposed Homeless Medical Clinic located in the Leavey Building at San Pedro St., between 5<sup>th</sup> and 6<sup>th</sup> Streets. The Leavey Building is owned by the Weingart Center Association. Pending completion of the Homeless Medical Clinic, staff is working to relocate the team to the Weingart Center facility at 6<sup>th</sup> and San Pedro. The CEO is working to negotiate a lease based on preliminary cost projections for the overall Leavey Homeless Medical Center project. Other County departments listed above would also be housed at the proposed location to better enable homeless individuals and families to access an array of services in one setting. The lease and funding recommendations will be presented to your Board for approval in early 2008.

#### **Homeless Court Program - \$379,000**

The CEO is finalizing the Homeless Court enhancement program contract with the Public Defender, Superior Court, and the Los Angeles City Attorney. Your Board has received an advanced notice of our intention to hire Public Counsel as a sole source contractor. Currently, a draft of this contract is being reviewed by County Counsel. Once signed off by Counsel the contract will be presented to your Board for approval.



The enhancement of the Homeless Court Program includes the hiring of staff at the Superior Court to provide administrative support for the Program, and the purchase of a van to be managed by Public Counsel that will provide much needed transportation for Program clients. A Departmental Service Order (DSO) and Memorandum of Understanding (MOU) between the CEO and the Court have been drafted and the Court is conducting its final review. Once their review is complete, the MOU will be submitted to County Counsel for review. It is projected that the contract, DSO, and MOU will be completed in November 2007.

#### **Prototype Court Program - \$200,000**

DMH's Prototype/Co-Occurring Disorder Court was implemented on April 1, 2007 in collaboration with Superior Court. The Program continues to enroll clients working exclusively with the contractor, Special Services for Groups (SSG), to provide mental health, alcohol, and drug treatment services. SSG is a Full Service Partnership (FSP) and Proposition 36 provider. The Prototype Court Program is recognized as a local model and has been visited by the National Association of Drug Court Professionals, National Alliance for the Mentally Ill, and Public Counsel. Program outcomes through September 2007 are as follows:

<b>Number of clients are screened for Program enrollment:</b>	<b>57</b>
Clients currently enrolled in the Program	14
Number of clients pending enrollment	6
Number of clients that did not meet Program criteria	37

#### **Housing Locators/Housing Specialists - \$3 million DPSS, \$923,000 DMH, and \$400,000 HPI**

DPSS implemented a contractor provided housing locator project for CalWORKs Welfare-to-Work homeless families in September 2006. A total of 1,849 referrals have been initiated resulting in 248 placements for the period of September 2006 through September 2007. DPSS earmarked \$3 million of CalWORKs funding to support their Housing Locators.

DMH has successfully hired ten of the 14 adult housing specialists' positions, and six of the eight TAY housing specialists' positions since the Department's hiring freeze was lifted. To date, 32 TAY and 91 adults have been assisted with housing placements. The TAY Housing Specialists have also assisted with benefits applications and continue to work with families to help youth at-risk of homelessness to remain in their own home with support from DMH through the Mental Health Services Act (MHSA) FSPs. DMH has earmarked \$923,000 from their Department's general fund to support the housing specialists.

An additional \$400,000 for these services is included in the HPI and is available for County departments to use for housing locator specialists services.

**Housing Database; Socialserve.com - \$202,000 HPI and \$180,000 CDC (one-time)**

The accelerated rollout of the listing service is being used by the Housing Authority of the County of Los Angeles (HACoLA) Section 8 voucher holders and landlords; indications are that it is assisting the lease-up rate for HACoLA. In August, the contractor, Socialserve.com, launched the official web page for the Los Angeles County Housing Resource Center (Resource Center) at <http://housing.lacounty.gov>. This site contains the same housing listings as those on the HACoLA site with additional information and resources for affordable, special needs, and emergency housing.

The contractor, in partnership with the CDC, continues to make presentations to County departments and agencies, including DMH, DPSS, LAHSA, and the Housing Deputies. Outreach also began to expand awareness of the Resource Center web page to cities and housing authorities throughout the County. Additionally, the leadership of the Apartment Association of Greater Los Angeles received a briefing. Marketing materials and outreach are focused primarily on outreach to landlords and obtaining listings that will help all County departments' housing locators and caseworkers in placing homeless or at-risk homeless persons and families.

<b>Outcomes from June 1<sup>st</sup> through September 30, 2007 are as follows:</b>	
Number of landlords registered on the site	1,429
Number of units listed and available for rental	1,158
Number of housing searches conducted	495,329
Number of calls made/received to the Socialserve.com toll free call center	13,456

**General Relief Housing Subsidy and Case Management Project - \$4.052 million**

This Project provides funding for rental subsidies for up to 900 homeless GR participants and is offered at six pilot DPSS District Offices. Currently, there are 610 participants receiving the rental subsidy while 479 participants have been placed on a waiting list or have received a pending status. Effective March 2007, the Project was infused with up to \$500 per participant "once-in-a-lifetime" move-in assistance funds. This funding has enhanced the success of the Project by facilitating participants' access to permanent housing.

**DPSS-Sheriff's Homeless Release Project - \$1.097 million**

Effective August 2006, DPSS staff began processing applications received from the Sheriff Department's Community Transition Unit (CTU) for GR/Food Stamp, CalWORKs/Food Stamp, Food Stamp Only applications, and Medi-Cal referrals for homeless inmates being released from Men's Central Jail (MCJ) and Century Regional Detention Facility. Effective March 15, 2007, the Cashier Operation was implemented at the CTU at MCJ. Upon the inmate's release, the applicant's case is processed and benefits are issued on-site. The Project recently received a 2007 NACO (National Association of Counties) Achievement Award.

<b>Referrals through August 31, 2007:</b>	
Total referrals received from the CTU	6,691
Total referrals rejected	1,161
Total referrals accepted	5,530

<b>Of the 5,530 total referrals accepted:</b>	
Total referrals approved	1,831
Total referrals denied	187
Total referrals pending inmate release	1,213
Total released inmates – No Show	2,299

<b>Issuances by type for 1,831 referrals approved:</b>	
GR/Food Stamps	1,779
GR Only	25
Food Stamp Only	9
CalWORKs	18

**DPSS-DHS Homeless Release Project - \$588,000**

Since July 25, 2006, DPSS staff outstationed at LAC+USC Medical Center has processed referrals for homeless patients being discharged from DHS' four acute care hospitals (LAC+USC, Harbor/UCLA, MLK/Drew Medical Center, and Olive View).

Referrals through September 2007:	
Total referrals received	575

Of the 575 total referrals received:	
Total number of approvals	183
Applications pending	6
Total referrals rejected	384
Total referrals canceled	1
Total referrals denied	1

Issuances by Type for 183 approvals:	
GR/Food Stamps	153
GR Only	29
FS Only	1
CalWORKs	0

### **Conclusion**

The next status report will be provided to your Board in February 2008. In addition, the CEO will continue to brief your Board's Homeless Deputies on a regular basis. If you have questions or require additional information, please contact Lari Sheehan at (213) 893-2477, or via e-mail at [lsheehan@ceo.lacounty.gov](mailto:lsheehan@ceo.lacounty.gov), or your staff may contact Garrison Smith at (213) 974-4673, or via e-mail at [gsmith@ceo.lacounty.gov](mailto:gsmith@ceo.lacounty.gov).

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